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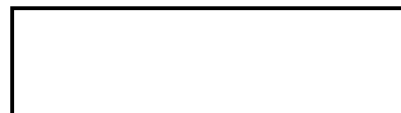
27 March 1972

MEMORANDUM FOR : Deputy Director for Intelligence
Deputy Director for Plans
Deputy Director for Science and Technology
Deputy Director for Support ✓
General Counsel
Inspector General

SUBJECT : Youth Study

1. Forwarded herewith is a copy of the report of the special inter-Directorate group which was set up to look at the so-called "youth problem" in the Agency. The Attachment covers the specifics of the addressee directorate sample only. You will recall that Colonel White indicated at a Deputies Meeting in August that he had approved initiation of the study and requested designation by each Deputy of his representative on the study group.

2. I propose that we talk about the report at a future Deputies Meeting with the particular objective of identifying any additional points which should be studied by the Human Resources Group or the special "youth study" working committee, or any actions which the study might suggest.



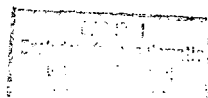
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W. E. Colby
Executive Director/Comptroller

cc: D/Pers
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APPENDIX C

DDS COMPOSITE INTERVIEW RESULTS

Based on interviews with 10 DDS professionals,
average age, 30, average grade, GS-11

- I. Invite interviewee to comment on his job, his career, and the Agency generally. Record key points made in the spaces provided under II.
- II. Secure a response to the following topical areas if they have not been adequately covered as a result of I above.

1. PRESENT JOB

- Interesting, Meaningful?
- Recognition received

Majority of interviewees were "specialists" - technically skilled in fields that narrow flexibility of career development. All seem pleased with specialty of choice - although in two instances, present job lacked challenge (too little work, poor supervision). Thus overall, sample suggests interesting jobs with adequate recognition.

2. AGENCY MISSION

- Ability to identify with
and be committed to Agency
goals and objectives

In no instance was this a problem. Interviewer in each case raised issue from both vantage points - own identity, and that of friends knowing what you do. But neither issue of mission nor image seemed to arouse reaction from anyone queried. Respondents not critically concerned with U.S. Foreign Policy formulation and execution or with world affairs in general. "Mission" often understood in the parochial sense of one's office mission.

3. AGENCY IMAGE

No problems whatsoever. See answer to question 2.

4. PROMOTION POLICY & PROSPECTS;
GRADE, SALARY, BENEFITS

Half of interviewees had progressed more rapidly up promotion ladder than even they had anticipated. All were content to date, but most anticipated problems a grade or two distant. Variety of concerns - "office hump" (policy of requiring period in grade regardless of slotting), top heavy grade structure of Agency overall, lack of career development schemes, artificial barrier of lack of college degree. But this fact did not seem to produce noticeable frustration or dissatisfaction with present status.

5. WORKING CONDITIONS

Working conditions not deemed major area of concern. None saw theirs as insufferable, and most interviewees had rotated enough to take good and bad situations in stride.

6. SUPERVISION (IMMEDIATE)

- Treatment by and
Competence of Supervisor

In all but one instance, supervisor considered professionally competent. But competence as supervisor varied - from three who said their present supervisor was "best ever" to two describing supervisor as hard worker but unwilling or unable to delegate real responsibility. Some raise more philosophical question of whether Agency may miss boat by insisting often that promotions eventually depend upon supervisory/administrative positions when individuals with special skills would be much more effective sticking to exploiting these skills. (Does raise questions about developing more effective management training - although issue may be founded on other bases, such as supervisor's concern for own job security.)

7. COMMUNICATIONS

- Up-Down-Lateral
- Substantive - Non-Substantive

Most interviewees felt need for better communications. This was true both of those whose concept of "communications" was purely office-oriented (despite my proddings) and those considering broader intra-Agency commo. Concessions made to "need-to-know", and some cited that informal channels (via friends) gave effective overview. But - more common was concern over lack of management/professional commo and no staff meetings. Lack of overview summed up best by one who commented what an eye-opener the "Trends and Highlights" course had been.

8. CAREER DEVELOPMENT/Personnel Mgmt.

- Job Mobility
- Quality & Relevance of Trng.
- Performance Evaluation

Those who had had more than one job generally were pleased with their progression of jobs - each offering either more responsibility, or more variety and new skills. But in no case was there the suggestion of planned career development - similarly, good training or poor, the provision of training did not seem to follow a tailored program of career development. Appraisal of training itself real mixed bag. There was general accord that performance evaluation had been fair - reflecting positive view of immediate supervisors.

9. WAY AGENCY IS RUN - BE SPECIFIC

Interesting mix of reactions - from "top heavy" to "bureaucratic,

but better than most Government organizations," to "growing more responsive to the individual and less concentrated on 'mission.'" Those with most diverse experience in Agency seemed less bothered by "bureaucracy" - did note a paternalism that results in Agency keeping incompetents in responsible posts. None commented critically on compartmentation. Positive note was how many felt that Agency truly becoming more "people-conscious".

10. MISCELLANEOUS

General comments were usually amplifications on specific categories. One interesting suggestion - more precise retirement policy (by inference, at earlier age than present) would result in better career development with supervisors more willing to train those destined to succeed them. Too often, older professionals afraid to delegate responsibility or train juniors for fear that the junior might prove more competent. Rather loose retirement scheme puts little pressure on supervisors - many have job security reinforced by aforementioned paternalism.

III. Concluding Questions:

- What do you see as the major concerns, problems, and issues facing young officers in the Agency today.

First qualification should be note that few in "youth sample" saw selves as youth. Consequently several reflected on "today's youth" as being too spoiled and idealistic - thus problem for virtually any employer! From standpoint of what Agency should do - comments focused on communications. Young officer should be better oriented towards realistic image of Agency mission and his career expectations within that framework...in other words, bring young officer down to earth as quickly as possible. Then-maintain 2-way channels of communication between management and young professionals-a part of this should be efforts at meaningful career development planning.